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Candace Havens  
Director

## WORKING SESSION MEMORANDUM

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**DATE:** January 20, 2012

**TO:** Alderman Marcia T. Johnson, Chairman  
Members of the Zoning and Planning Committee

**FROM:** Candace Havens, Director of Planning and Development   
Eve Tapper, Chief Planner for Current Planning  
Seth Zeren, Chief Zoning Code Official

**RE:** #400-11: Ald. Gentile, Harney, Sangiolo requesting establishment of a Business 5/Riverside Zone: a mixed-use transit-oriented district at the site of the current Riverside MBTA rail station. The proposed new zone shall allow by special permit a single commercial office building not to exceed 225,000 square feet with a maximum height of 9 stories, two residential buildings not to exceed 290 housing units in total, retail space not to exceed 20,000 square feet, along with a multi-use community center.

**MEETING DATE:** January 23, 2012

**CC:** Board of Aldermen  
Planning and Development Board  
Donnalyn Kahn, City Solicitor

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### INTRODUCTION

At the January 9<sup>th</sup> working session of the Zoning and Planning Committee, the Planning Department introduced some ways to craft a new zone to enable the development of the Riverside MBTA station (referred to generally as Riverside). The 22-acre Riverside site, which includes a transit hub and a large parking lot, is identified in the City's *Comprehensive Plan* as a favorable site for mixed-use, transit-oriented development. The crafting of a new zone provides an opportunity to shape development that is site-specific, incorporates specific dimensional controls, and requires impact mitigation, open space, and a mixture of uses, which together will ensure a development that has both lower adverse impacts and greater benefits for the City.

The options outlined in this memo provide a toolkit for assembling a zoning district to regulate development at Riverside that ensures the community is both enhanced and protected. At the January 23<sup>rd</sup> meeting of the Zoning and Planning Committee, the Planning Department will review the menu of options, their policy implications and assist the Committee in reaching consensus on the preferred zoning approach(es) to best guide

the development. In crafting a new zoning district, staff recommends allowing sufficient flexibility to allow for creative design opportunities which may emerge during the special permit process or in the future, to allow the project to evolve in response to changing market conditions, and to integrate a mix of uses that creates a vibrant transit-oriented, community-focused destination.

As has been the practice in Newton, once the zoning text is crafted, it becomes available for use by a petitioner with a project proposal. A request to change the map will accompany a special permit application and will be reviewed by the Land Use Committee prior to Board approval. **Exercise of the special permit triggers the map change and, if the special permit is not exercised, no map change will occur.**

## **RESPONSES TO QUESTIONS RAISED AT THE JANUARY 9<sup>th</sup> MEETING**

### Unified Zoning Text

At the January 9<sup>th</sup> meeting, Planning staff presented sample draft zoning texts highlighting three approaches. (See Planning Department memorandum dated January 6<sup>th</sup>, 2012.) Several members of the Committee questioned whether a zone for Riverside could contain elements from each of these zoning approaches. The simple answer is, yes. The bulk of this memo outlines the key policy decisions that will then guide the Planning and Law Departments in crafting language that meets the Board's goals and visions for Riverside using the best means to achieve them.

### Case Studies

At the last ZAP meeting, a few Aldermen requested examples of mixed-use developments in the area. The Planning Department conducted internet searches and spoke to several municipal planners and developers to compile a list of comparable developments. The objective was to seek some common threads or patterns that suggest the "perfect mix" of uses that contributes to the success of a project. However, the mix of uses appears more closely related to the specific site rather than being formula-driven. In general, it was also evident that each development (including Newton Centre, which was built up over time by different property owners) has a primary use or purpose (i.e. office, retail or residential) and that additional compatible uses were added, but not in equal proportions. The table below illustrates the proportion of each use in the areas we studied. A more detailed analysis of these projects is included in Attachment A.

Location	Total Sq. Ft. of Site/Development	% of Development Retail and Restaurants	% of Development Office	% of Development Residential	% of Development Other Use	% of Site Open Space
University Park, Cambridge	23 acres 2.3 million sq. ft.	3	60	32	5 (hotel)	18
Newton Centre, Newton	126 acres (1/4 radius from MBTA station 3,882,000 sq. ft. (approx.))	10.5	4.5	85	N/A	N/A
Mashpee Commons, Mashpee	40 – 45 acres	76	11	13	N/A	N/A
Station Landing, Medford	16 acres 1 million sq. ft.	7.5	16	71.5	5 (gym)	N/A
Chestnut Hill Square, Newton (as approved)	11.5 acres 340,000 sq. ft.	44	18 (medical office)	29	9 (gym)	N/A
Riverside Proposed Docket language	12.7 acres 592,200 sq. ft. (estimated with parking garage and 5,000 sq. ft. community center)	2	25	38	35 (parking garage)	N/A

### Impact Measurement

Several Aldermen also requested that the Planning Department create a model for evaluating the impacts of a particular development project. The Department is actively working with the City's Traffic Engineer and the School Department to find the best method to calculate these impacts. These metrics will be especially useful to evaluate a proposed project in preparation for special permit review. The zoning text should address the "net impacts" of a project (i.e., the actual impacts after mitigation) and could establish acceptable not-to-exceed thresholds. These could be policy-oriented, such as "the Level of Service at City intersections must not be degraded as a result of the project," rather than numbers-driven, e.g., "Traffic from the project must not exceed ## cars at peak hours." During the special permit process, it would be incumbent upon the petitioner to provide information to the Board of Aldermen (subject to peer review) showing that the net impacts of the proposed development do not exceed the thresholds established.

### **MENU OF ZONING TOOLS**

One way to think about how to create a single, unified zoning vision for Riverside is to imagine a "menu" of possible zoning tools. For each issue, topic, or concern that zoning is intended to control, there are several ways to achieve that goal with different effects. The Planning Department has parsed each of the tools and regulations contained in the sample texts and combined them by topic: Name and Purpose, Uses, Size of Development, Incentives, Development Considerations, Parking, Site Plan and Special Permit processes. This menu of zoning tools forms the basic building blocks for crafting a new zone. Within each topic, the key policy questions are posed and a number of potential regulatory approaches are suggested. By identifying the Board's preferences for zoning tools, the Planning Department can assemble a complete zoning district from the menu.

## 1. Name and Purpose: What is the district intended to do? What should the district be called?

The goal in creating a new zone is to allow for the best mixed-use development possible on the Riverside site. A statement of intent gives clarity for future interpretation of how the zone is meant to be applied. For example:

*“The purpose of the Riverside TOD is to allow the development of appropriately-scaled mixed-use, transit-oriented development near the Riverside MBTA Station. New development should provide enhancements to public infrastructure, be integrated with and protect nearby neighborhoods, provide a mix of compatible and complementary commercial and residential uses appropriate for transit-oriented sites, and advance the principles of the City’s Comprehensive Plan, including its long-term goal of strengthening alternatives to single-occupancy automobile use.”*

Staff has referred to the proposed zone as the *Riverside Transit-Oriented District (Riverside TOD)* to identify that the zoning text will apply only to this site and propose it be located in Section 30-13 Mixed-Use Districts as, essentially, a *Mixed-Use 3 District (MU3)*.

## 2. Uses: What should be allowed by right? By special permit?

For legal reasons, some reasonable development must be allowed by right to avoid “regulatory takings.” The Business and Mixed-Use Districts already require that any development with an aggregate of 20,000 square feet or greater obtain a special permit. This creates a threshold for by-right development and development of 9,999 square feet or less. For a development between 10,000 square feet and 19,999 square feet, site plan approval is required. The Planning Department suggests retaining these provisions in a new zone. Uses allowed in the docket item included the following:

- Office
- Multifamily
- Retail
- Community center
- Public uses as allowed in Section 30-6 should also be allowed since the MBTA transit station already exists and public parking is required as part of the lease agreement with the MBTA.

Other uses the Board may want to consider are those that are allowed in the Business and Mixed-Use districts, either by right or by special permit:

<b>By Right</b>	<b>Special Permit</b>
<ul style="list-style-type: none"><li>• <i>Research and development facility</i></li><li>• <i>Retail store, salesroom or showroom for the conduct of retail business, but not for the sale of motor vehicles, having less than 10,000 square feet of gross floor area</i></li><li>• <i>Service establishment</i></li><li>• <i>Retail dry cleaning or laundry</i></li><li>• <i>Restaurants, less than 50 seats</i></li><li>• <i>Retail bakery</i></li><li>• <i>Accessory parking facilities, limited to one level</i></li><li>• <i>Library or museum</i></li><li>• <i>Theater, hall, or club</i></li><li>• <i>Dwelling units above the first floor provided that the lower floors are used for a use allowed in Section 30-13</i></li><li>• <i>Artist studio</i></li><li>• <i>Place of amusement or assembly, whether indoor or outdoor</i></li><li>• <i>Day care or adult day care facility</i></li><li>• <i>Public transportation stations, service yards, offices, and other facilities</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Hotel</i></li><li>• <i>Retail store, salesroom or showroom for the conduct of retail business, but not for the sale of motor vehicles, with 10,000 square feet of gross floor area or more</i></li><li>• <i>Multifamily dwellings</i></li><li>• <i>Restaurants with more than 50 seats</i></li><li>• <i>Congregate living facility</i></li><li>• <i>Bowling alley</i></li><li>• <i>Non-accessory parking facilities or multi-level accessory parking facilities</i></li></ul>

### **Should a mix of uses be required?**

The ratio of use types suggested by the docket item is 25% office, 38% residential, 2% retail, and 35% garage, community center, and other public uses. If the public parking garage required by the MBTA is eliminated from this calculation, the ratios are 38% office, 57% residential, and 3% retail. The data collected from a sampling of other mixed-use developments is inconclusive regarding an ideal ratio. It strongly suggests that success of a development is more likely to be market-driven and site-specific. Each of the developments studied has one dominant use complemented by other less dominant uses. The Riverside docket language represents slightly more balance in terms of proportions of uses suggested and, provided the uses are complementary and there is a current demand for them, it is likely to be a success. The Board should decide whether the proportion of uses should be kept constant regardless of the size of the project (i.e. if the office building were to change in size, would the residential component have to change proportionately?) and/or if a range should be considered to allow flexibility (e.g., 24-26% office use instead of 25% or 25% within 5% either way). Zoning regulations could also require a mix of uses within each building to encourage vertical integration. While the Planning Department generally favors this approach, a counter argument can be made that if a specific use is prescribed to the ground floor of a building and that use cannot be supported financially, the end result may be shuttered storefronts with offices or residences above, which is not desirable. Incentives to encourage vertical integration might be the best option here.

### **3. Size of Development: What limits should be placed on a development and in which manner?**

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A key consideration in any zone is determining the best way to cap the overall development of the site. The limit could include either or a mix of 1) Dimensional standards, which specify a hard cap (the size of buildings and prescribe specific design, like most of our zoning ordinance (§30-15) is written; and/or 2) Performance standards, which set thresholds of impacts to ensure a development does not negatively affect its surroundings.

- **Minimum lot area**

The BU and MU zones require between 10,000 and 40,000 square feet minimum lot area. Staff recommends 40,000 square feet for the sake of consistency. At the same time, a development parcel of a minimum of 10 acres would allow more flexibility in the design and dimensional standards, and parking requirements could be calculated across the “development parcel” rather than on each individual lot. This encourages a comprehensive development with use that are brought together rather than separated.

- **Minimum lot area per residential unit**

Business 1-4 districts allow 1,200 square feet of land area per dwelling unit, in line with the residential density allowed in Newton’s village centers. Mixed Use zones require 10,000 square feet of land area per dwelling unit, which makes residential development in existing mixed-use zones impractical. Alternatively, a threshold of 1,900 square feet per unit would limit development on the 12.7-acre developable portion of the Riverside site to 290 dwelling units as specified in the docket language. If the size of the developable parcel changes, this threshold number will change accordingly. The new zone could also codify the interpretation currently used by the Inspectional Services Department that when calculating lot area per unit, the lot area per unit calculation employs the area of the entire lot even though housing is not the only use on the site.

- **Visual impact**

Building height. Our Zoning Ordinance regulates building height in two ways. The PMBD took a “contextual” approach to building height by allowing structures to be built up to the elevation above sea level of any other building within a radius of 1,200 feet; this approach ensures that new buildings will be compatible with their surroundings. Building height can also be limited by absolute height or number of stories above the average natural grade immediately below. This method also ensures compatibility on level sites; however, it may not account for changes in topography. This is particularly important on the

Riverside site where the land slopes down significantly from the Grove Street frontage to the middle of the site.

Stories and Setbacks. Properties in the MU1 and MU2 zones are currently limited to three or four stories and have required setbacks of 15 feet from the front, and 7.5 or 0 feet from the rear and side lot lines. However, in the Riverside TOD, it may be appropriate to build significantly taller buildings than three or four stories, and that larger setbacks would be desirable as a result. As a means for reducing visual impacts of taller buildings, it is possible to require upper stories to have deeper setbacks. For example, a building might have three stories of retail and residential close to the street, but rising to six or more stories in the rear of the structure, without requiring the whole building to be set back the distance required for the tallest element of the building. Stepped building setbacks could ensure that taller development to the rear would not be visible from the street. However, due to the topography on this site, such setbacks may not be necessary.

- **Open space, public amenities**

Beneficial open space is defined as publicly-accessible open space for passive or active recreation, in contrast to landscaped buffers, planters, or decorative lawns. The Planning Department suggests that this definition also include such spaces on roofs of structures. Currently there is no open space requirement for properties in the Business and Mixed-Use Districts. The Planning Department suggests a minimum of 5% of the total site include beneficial open space to create public amenities.

- **Performance measures**

Performance measures are another method to cap development by setting limits not determined by dimensional standards, but by how the project impacts the community. The PMBD was partially based on evaluating performance measures and included additional findings that Board of Aldermen would have to make to approve a special permit for a particular project. The Planning Department believes that these may also be appropriate for a mixed-use development in the Riverside area:

- Adequacy of public facilities
- Mitigation of neighborhood impacts
- Housing, transit, and parking improvements
- Consistent with the Comprehensive Plan/Mixed-Use Centers Element
- Improved access for all modes of transportation
- Enhanced open space
- Excellence in place-making
- Comprehensive signage program
- Pedestrian scale
- Public spaces
- Sustainable design
- Pedestrian and neighborhood considerations

#### **4. Incentives: How can we encourage public benefits?**

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**Building height in exchange for Open Space and/or community space.** To incentivize the creation of more beneficial open space and community space, projects could be allowed additional building height beyond that which is allowed under the Riverside TOD in return for providing additional beneficial open space and/or community space. For example, for every additional 10% beyond the minimum of 5% open space, a developer might be allowed an additional 12 feet of building height to a specified maximum.

**FAR for Affordable Housing or vertical integration.** By providing affordable housing beyond the minimum 15% required by the Newton Zoning Ordinance (NZO) or the offering of commensurate financial contributions to affordable housing, an additional .1 FAR up to 2.0 maximum (the maximum in other Mixed-Use zones) or 3.0

(maximum in the BU4 zone) could be offered for each percentage increase in affordable housing units. In the same fashion, additional density could be offered in exchange for the integration of uses within individual buildings on the site.

#### **5. Development Considerations: Should there be an “Organization of Owners?”**

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Other considerations relate to what parts of the site should be included in the development calculations and how the site should be managed, given the complexity of the overall project and the presence of the MBTA facilities on the site, as well as conservation land along the riverfront. The Planning Department suggests creating an “Organization of Owners” to clarify the relationships between owners, lessees, and tenants, and give the City and developer an easy point of contact and authority. The Organization of Owners would have the authority and obligation to act on behalf of all the property owners in achieving compliance with the NZO and the conditions of the special permit. The Organization of Owners would be a contact for an advisory council consisting of representatives from the adjacent neighborhoods, the developers, and City staff to ensure continued compatibility of the uses within the Development Parcel with its surroundings during and after construction.

#### **6. Parking: How can we encourage shared parking?**

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One of the benefits of mixed-use development is the potential for sharing of parking at different times of day or days of the week. Traffic and parking studies are typically required for large projects and it is particularly important to evaluate the potential for maximizing shared parking opportunities and strengthening the use of alternative modes of transportation to foster a model transit-oriented development. Separating rental of apartments and rental of parking spaces in the residential units can provide a reward to tenants who do not own a car, and make available parking spaces to those who must drive. Consideration of maximum parking limits rather than minimums can also be used to encourage use of alternative modes of transportation and reduce traffic impacts. Peer reviews are routinely required for such an analysis (selected by Planning Department at developer’s expense) demonstrating that parking is sufficient for the combination of uses proposed. After grant of a special permit, changes to the combination of uses could require review and approval by the Planning Director showing that sufficient parking continues to accommodate any new combination of uses.

#### **7. Site Plan and Special Permit Processes: How should these be addressed?**

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**Two-tiered review.** Pursuant to the spirit of implementing the Mixed-Use Centers Element, the Planning Department recommends a two-tiered review for development of this site: 1) conceptual application followed by 2) final approval of engineered drawings. The initial conceptual application would show the general plan for the entire site and proposed building footprints. The Board would review the conceptual plan and provide tentative approval for certain site plan elements that would require engineering detail before final site plan review. The Board of Aldermen could still also offer recommendations prior to considering final approval as part of the special permit.

**Post-construction traffic study.** Ongoing monitoring of traffic can ensure consistency between the projected and the actual traffic impacts of a development. Monitoring would begin at least a year after the first certificate of occupancy and continue for at least two more years and would include all vehicles traveling to and from the site at all entrances/exits. If traffic impacts exceed projections by more than 10%, studies will be made of roadway Level of Service. If the level of service is degraded from pre-construction, the Board of Aldermen can require additional mitigation.

**Project phasing.** While the schedule of phases should be set out in the special permit, the text for the zone could allow the project to be built over time.. All public improvements must occur at the same time or before the phase of development which relies upon them. Phasing is very helpful in allowing projects to respond to changing market conditions and the complexity and expense of developing an entire large site at once.

**RECOMMENDED ACTION AND NEXT STEPS**

At the working session on January 23<sup>rd</sup>, the focus will be on defining the Board's policy objectives. Planning staff will review the policies and tools to obtain its goals and will facilitate a discussion to seek consensus in an effort to begin crafting a new zoning district that incorporates the Board's vision and preferred regulatory approaches. A chart/matrix will be provided to assist the committee in assessing the various options and outcomes.

**ATTACHMENT A: CASE STUDIES**

## Case Studies of Mixed Use

### University Park in Cambridgeport

Property Owner:	MIT
Developer:	Forest City
Total Sq. Ft.	27 acres (multiple parcels over 8 city blocks, 23 acres excluding roads)
Site-Specific Zone:	Yes, Article 15 “Cambridgeport Revitalization Development District”
Year Started:	Zoning approved Jan. 1988 after four year process to develop Master Plan

#### Development Details:

The zone **capped the total development at 2.3 million square feet**. It required a minimum of **400 housing units**, of which 150 were to be affordable at some level (50 low, 100 moderate) and allowed a **maximum of 150,000 square feet of retail space**. This cap on the retail space was enacted due to concerns that new retail would take away business from existing commercial centers, primarily Central Square.

Using these parameters as a guide, the completed development contains 720 housing units, 75,000 square feet of retail (including a 50,000 square foot supermarket and restaurants) , a 120,000 square foot hotel, 1,380,000 square feet of office, primarily R&D and flex space, and 180,000 square feet of open space (including a 53,000 square foot park/common). Total FAR is 2.3 over the 23 acres not including the public roadways. Building heights are mostly five to eight stories with one 20-story residential tower.

#### Critique of the Project:

Overall, University Park has been very successful both financially and design-wise. The developer is currently looking to expand onto adjacent parcels. The retail portion of the development has been less successful with complaints that it is “sterile” and that there is “not enough retail to create a vibe” for urban activities.

#### Keys to Success

- The City enacted a site-specific zone that was compatible with a visionary master plan of the area

- Total square footage was capped, retail was further limited and a minimum number of housing units were required, but there was flexibility about where these uses could go on the site.
- The location of parking is also flexible and was consolidated rather than provided directly adjacent to the use it serves
- The overall project was built in phases; however, there were housing and beneficial open space thresholds that were required to be met before a new phase of commercial building could proceed
- Outside of zoning, the City of Cambridge, MIT (property owner) and Forest City (developer) entered into tri-party agreements on issues such as design guidelines, traffic mitigation, housing and land transfer/infrastructure that provided the developer with enough predictability and confidence early in the process to invest money in the development.

### **Newton Centre in Newton**

Property Owner:	Various
Developer:	Multiple
Total Sq. Ft.:	xx acres (multiple parcels within ¼ miles of the Newton Centre MBTA station)
Site-Specific Zone:	No, mostly zoned Business 1, or MR and SR
Year Started:	1720

### **Development Details:**

Newton Centre developed over time beginning in 1720 with the construction of a central meeting house in Newton. In 1830, the first transit line, the Boston and Albany Railroad, was built linking Newton Centre to Boston. The village developed as a transit-oriented village out of necessity. Multi-story buildings were constructed with a mix of commercial space on the first floor and housing above, where the shopkeepers often lived. Although much of this housing has been converted to other uses over the years, there is still a strong residential presence in and around the village center. While Newton Centre was not developed or planned all at once, like Riverside will likely be, it is an example of an existing transit-oriented, mixed-use, vibrant pedestrian-oriented village center that we often seek to emulate in new developments.

### **Critique:**

Overall, Newton Centre is a compact transit-oriented village center with a mix of retail, office and residential uses. Initially, the mix of uses were dictated by necessity and were therefore mostly

complementary to each other. More recently, and specifically in difficult economic times, the mix of use has become more homogeneous. This situation is due in large part to multiple land owners each trying to lease their own vacant parcels. Unlike a shopping mall, there is no central leasing agent who ensures that the village acts as a cohesive commercial district with a myriad of compatible uses.

#### Keys to Success:

- Development in Newton Centre was necessarily phased over time with structures and uses that met the needs of a growing village. There was no need to “time the market” for a particular use.
- Planning a new mixed-use development all at once can be difficult. The real estate market, and as a result the financial market, is cyclical. At any given time, a developer may be able to build multi-family housing, or office buildings or retail space, but it is rare that the introduction of all of these uses will be financially feasible at the same time.

#### **Mashpee Commons in Mashpee**

Property Owner:	Mashpee Commons Ltd. Partnership (Cornish Associates)
Developer:	Same
Total Sq. Ft.	40-45 acres
Site-Specific Zone:	No, although transfer of develop rights (TDRs) were used to increase density
Year Started:	1985

#### Development Details:

The development was planned as mixed-use development with **210,000 square feet of first floor retail/restaurant space**, and **35,000 square feet of offices and 30,000 square feet of residences on the upper stories**. One hundred housing units were initially permitted with no affordable housing requirement. Only 40 apartments (mostly a mix of studio and one-bedroom units with only two two-bedroom units) have been built to date. The apartments are treated as an amenity to provide “eyes on the street” and lights in the windows at night to improve security. They are not crucial to the success of the project and do not pay for the cost to construct a building.

More development is expected on adjacent parcels over the next several years including additional commercial development, with a Panera Bread restaurant and a bowling alley, and a 40B housing project. The housing development will contain a mix of apartments, townhouses and single-family

homes with a total of 380 additional housing units. Although the project has been approved by the Cape Cod Commission, the property owner is waiting until the market improves to begin construction.

#### Critique of the Project:

Mashpee Commons accounts for approximately 1% of the Town of Mashpee's tax revenue. Currently, there are no children living in the development so at present there are no school impacts. However, this situation is likely due to the unit size and the lack of open space on the site and will change when the new units are built under the 40B permit.

By design there are no office uses on the ground floor as these uses do not enliven the streetscape. This restriction is not required, but is a long-standing policy of the property manager.

#### Keys to Success

- The developer is careful to phase the project and build only what he can lease at any given time.
- With one property owner, the mix of uses can be controlled for optimal compatibility.

#### Station Landing in Medford

Property Owner:	National Development
Developer:	Same
Total Sq. Ft.	16 acres
Site-Specific Zone:	No, although City did amend an existing zone to allow residential uses on site
Year Started:	?

#### Development Details:

The project contains **one million square feet of development** with a mix of uses including **587 housing units** (460 apartments and 127 condominiums), **160,000 square feet of office**, **75,000 square feet of retail** and a **50,000 square foot gym**. As a transit-oriented development there is flexibility as to the number of required parking spaces and their location on the site.

A Master Plan for a phased development was approved in the early stages of the project with provisions that if there were significant deviations from that Master Plan, the developer would return for site plan approval. No special permit was required for the project in the approved zone. The developer was also

permitted to transfer develop rights between lots to allow flexibility within the confines of the approved Master Plan.

#### Critique of the Project:

Both the developer and the City of Medford believe that this project is a success. The developer did not receive any particular incentives from the City although the site had been previously slated for an Urban Renewal retail/office park and was ripe for redevelopment. When the initial plan fell through financially, National Development bought the property and proposed the current development. The City was pleased to see this area redeveloped and encouraged the project.

The City of Medford does not have an inclusionary housing ordinance. As a result, there is minimal affordable housing on the site (only five units!).

#### Keys to Success

- “One key element of the success of Station Landing is that it all went up very quickly. This was important in order to create a live-work-play environment that incorporated retail, office space, and parking. All of the elements have to be able to work together for success” (Ted Tye, Managing Partner, National Development as quoted in the MAPC report “The Station at Riverside – A Smart Growth Analysis, September 2011)
- A Master Plan was approved at the start of the development process. Any subsequent significant changes had to be brought to the Planning Board for site plan approval.
- The location next to a transit stop allowed the development to be built with less parking than would normally be required. A survey indicated that approximately 67% of residents regularly use public transportation (MAPC report, September 2011).

Location	Total Sq. Ft. of Site/Development	% of Development Retail and Restaurants	% of Development Office	% of Development Residential	% of Development Other Use	% of Site Open Space
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Chestnut Hill Square, Newton (as approved)	11 acres/340,000 sq. ft.	44	18 (medical office)	29	9 (gym)	20?
Coolidge Corner, Brookline						
Cleveland Circle, Brookline/ Boston						
Riverside Proposed Docket language	12.7 acres/592,200 sq. ft. (estimated with parking garage and 5,000 sq. ft. community center)	2	25	38	35 (parking garage)	N/A